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Office Memorandum • UNITED STATES GOVERNMENT~~SECRET~~

Exem 7

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TO : Mr. [REDACTED]
FROM : [REDACTED]~~CONFIDENTIAL~~

DATE: 13 March 1951

SUBJECT: Intelligence Planning Functions in CIA

1. Pursuant to our discussion of yesterday, I am forwarding certain materials listed below which may be of assistance in your further consideration of the above subject.

2. Inclosure #1, which is a memorandum for all Division Chiefs of the former Office of Reports and Estimates dated 14 March 1949, subject: Intelligence Production Requirements, was an initial formal attempt to provide the basis for intelligence production planning within ORE. The results of this directive were unsatisfactory, except for the Far East Division which produced, in collaboration with the Plans and Policy Staff, the document attached herewith as Appendix I - Far East Intelligence Production Plan. The resulting plan is not the best that could be prepared, but it certainly was the only plan available, and better than none at all. Events have certainly warranted the emphasis it placed upon the growing deterioration of the situation in the Far East.

3. Subsequent attempts to formalize the planning function for intelligence production are represented by:

a. Inclosure #2 which is a proposed revision of NSCID #3, prepared on October 17, 1949, subject: Production of Intelligence and Coordination of Intelligence Production. This proposed revision was submitted formally by ORE to Chief, COAPS together with a proposed revision of NSCID #1, a copy of which is included (in subsequently revised form dated 25 July 1950) as enclosure No. 3. The pertinent portion of the latter, which relates to the problem under consideration, is Section III, Coordination of Intelligence Activities.

b. Inclosure #4 is a draft of a paper which tends to clarify and provide the framework within which national intelligence planning should be initiated. It was designed for the purpose of crystallizing doctrine and method on planning and to relate planning for intelligence production to the actions of the National Security Council, the Policy Planning Staff of State, and the Joint Chiefs of Staff and simultaneously to enunciate the principles which would cause planning specifically to address itself to the current situation rather than result in a very general and immutable document valid for all times and under any given world situation. This latter type of plan is not useful as a working instrument.

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c. Inclosure #5 dated 7 March 1950 is the result of the work of an ORE Ad Hoc committee on the planning problem and represents a concensus of the Division Chiefs in support of the principle of production planning even though there was some disagreement as to organizational method of carrying out the process.

d. Inclosure #6 is the latest effort to consolidate principles which experience in the planning function has seemed to prove valid on the limited scale on which it proceeded in ORE. It was produced at my request by the former Chief of Programs Division, Plans and Policy Staff, ORE.

3. There are two additional plans not in my possession which I have asked Dr. [REDACTED] to make available to you. They are:

a. The Plan for the Production of Psychological Intelligence, and

b. The Plan for the Production of Intelligence on International Communism.

4. Appendix II is a copy of Foreign Economic Intelligence Requirements Relating to the National Security which again illustrates the application of the principles contained in the foregoing Inclosures.

5. In summarizing our discussion, my personal recommendations for your own consideration are that:

a. the NSCID's be reviewed and the substance of Section III, Inclosure #3, be incorporated together with the substance of Inclosure #2 in any contemplated revision of the intelligence directives.

b. in view of decentralization of the production functions within CIA that a facility for production planning by the Agency be established at a level above that of each of the four production offices and as close to the level of the Director as is feasible and practicable.

✓ c. in addition to the production planning function, the planning staff be made responsible for effective and continuing liaison with the NSC Staff, the Policy Planning Staff of the Department of State, and the Joint Chiefs of Staff.

d. further, that the NSC papers flow to the Agency Planning Staff in order that implicit or explicit production and related collection action by CIA or the other intelligence agencies can be specifically and systematically implemented.

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- 3 -

6. These documents are part of my personal archives and I should like to have them returned when they have served your purposes or if it is necessary for you to keep them permanently, I should like to have copies made for my permanent retention in view of the blood, sweat and tears that went into them.

7. If I can be of any further assistance, please don't hesitate to call on me.

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